

Analysis Effect of Environmental Orientation and Organizational Innovation on Environmental Talent Development and Performance

Dilsad Guzel, Gulsah Korkmaz, Alireza Shahbazzpour Asiabi*

Abstract: Developing environmental strategies in the business provides an advantage for businesses to gain competitive advantage. It is also seen that these environmental orientations of enterprises provide performance advantages in today's competitive environment. In this sense, the concepts of environmental orientation, organizational innovation, environmental capability, environmental performance, market performance, financial performance and perceived quality are examined in the project and it is aimed to investigate the effects of these concepts on each other. The main body of the study consists of production enterprises operating in Erzurum. Convenience sampling method was used as the sampling method. According to the information received from the Chamber of Commerce and Industry, it has been determined that there are 138 production enterprises in Erzurum. In this sense, 98 questionnaire forms collected from businesses that accepted to fill out the questionnaire were evaluated. The collected data were analyzed with the help of SPSS 20.0 package program.

Keywords: environmental capability; environmental orientation; organizational innovation

1 INTRODUCTION

Today, the rapid increase in population, the development of technology, and the new sectors emerging because of this development, harming the environment in many respects cause an increase in concerns about sustainability and the environment. These concerns contribute to the increase of environmental awareness, the importance of environmentalism and the development of environmental strategies by bringing environmental awareness to the fore [11]. Increasing concerns about the sustainability of the natural environment seem to make environmental issues more important. Therefore, it is important for businesses to take initiatives towards environmental activities and adopt environmental strategies while carrying out their activities. It is not enough for businesses to adopt environmental strategies alone, but they also need to develop their environmental capabilities and create an appropriate organizational structure that can constantly adapt to environmental conditions [15]. The environmental orientations of businesses and the development of strategies in this context encourage businesses to be involved in green practices by providing an environmental culture in the business. In addition, this situation provides advantages to businesses in many aspects such as gaining competitive advantage and improving their performance, as well as benefiting the environment [22].

Although there are many environmental studies for businesses in the literature, it has been observed that there are limited studies examining the role of environmental orientation, organizational innovation, environmental ability and performance. For this reason, with this study, which was prepared to examine the perception of environmental orientation, organizational innovation and environmental talent development, the effect of environmental orientation and organizational innovation perceptions of production enterprises in Erzurum on environmental talent development and performance was determined, improving environmental

capabilities, creating environmental awareness and understanding the importance of environmental sustainability. It is aimed to ensure that businesses create a roadmap that can encourage environmentalism. In addition, the findings obtained from the study will contribute to the promotion of enterprises in terms of environmental orientation and environmental talent development both now and in the future, will help them develop environmental strategies, and will lay the groundwork for new studies. Therefore in this study, revealing the effect of environmental orientations and organizational innovations of enterprises on environmental capability, it is aimed to investigate the effects of environmental orientation, organizational innovation and environmental capability on environmental performance, market performance, financial performance, and presentation quality. The study was supported by Atatürk University Scientific Research Projects (BAP) Coordination Unit with project number SBA-2021-8964. Within the scope of research purposes, face-to-face survey technique was applied to production enterprises operating in Erzurum province. The data were analyzed by help of SPSS 20.0 software.

2 LITERATURE

Environmental orientation: It is expressed as "managerial recognition of the business's impact on the environment and the need to minimize this impact". Environmental orientation, which is accepted as a basic concept for environmental management, is seen as an important business principle that guides environmental practices. Environmental orientation is divided into two as internal and external. Internal values and ethical standards for the level of commitment to environmental protection, such as the establishment of policies and procedures on environmental protection and adopting an environmentalist corporate culture by providing environmental training for employees, are defined as internal environmental orientation. External environmental orientation is expressed as the

perceptions of business managers about the need to meet the environmental demands of society, government, customers, and suppliers, known as external stakeholders [5]. Since it is possible to use resources more efficiently with environmental orientation, an advantage is provided to the business in terms of reducing operating costs, attracting new customers, encouraging innovation and gaining competitive advantage thanks to all these benefits [10].

Environmental orientation, an important aspect of environmentalism, reflects the degree to which the enterprise is sensitive to overcoming the environmental degradation created by it. The environmental orientations of businesses include various measures to reduce the harmful environmental impacts of their daily activities as well as to reduce the long-term environmental impacts [22]. In addition, environmental orientation, which expresses the responsibility of the enterprise towards the environment, underlines the meeting of both economic goals and environmental and social needs at the same time [23].

Organizational innovation: It is expressed as the ability of the organization to introduce new products to the market or to create new markets by combining innovative behaviors and processes with compatible strategies. In today's conditions, organizational innovation is of great importance as it is possible for businesses to survive and gain competitive advantage only by being innovative. With organizational innovation, it is aimed to implement new ideas in the business, to create additional value for consumers, to create new or additional value in products, services, and business processes in the organization and in management and marketing systems [17].

The existence of organizations in a dynamic and intense environment causes organizations to have difficulties in their activities. For this reason, many organizations need to adopt organizational innovation, which is seen as the source of their competitive leadership [1].

Beyond producing products and services with organizational innovation, new management models such as business models, management techniques, management strategies, organizational structures and total quality management are expressed. The understanding of organizational innovation enables the organization to accept different ideas and to adopt an organizational atmosphere that is open to innovation and encourages thinking by creating brainstorming among employees [8].

Environmental capability is defined as the capacity of an enterprise to use human, business, and technology resources environmentally to improve its performance and protect the natural environment [16]. The first objective of environmental capability is to minimize the ecological impact that may occur because of the activities of the enterprise. Environmental capability consists of a multidimensional structure based on the possession and use of appropriate resources that reduce ecological impact while creating value and increasing business performance [12].

Businesses take environmental initiatives in line with their environmental capabilities. Environmental capability can create new business opportunities for the business as a result of the increase in the demand for environmental

awareness and provides a sustainable future by compensating for the environmental damages caused by industrialization [11].

Increasing interest in environmental sustainability causes businesses to shape their inputs, outputs, and processes in an environmental sense. This situation results in the addition of new green positions to the enterprise and the emergence of green tasks by expanding the limits of responsibility. Therefore, the concept of environmental initiative gains importance [2].

Performance, information obtained because of a purposeful and planned activity, etc. It is defined as the qualitative or quantitative expression of outputs. Performance also indicates the degree of fulfillment of goals and objectives. Evaluation of whether businesses reach their goals is possible with performance measurement [13].

Evaluation of all the direct and indirect effects that businesses have created on the environment through their activities is expressed as environmental performance. Within the scope of environmental performance; Criteria such as energy consumption, raw material usage rate, water usage rate, solid wastes, and wastes released to the soil, on the environment, are controlled. Developing environmental management policies and applying environmental management systems or standards are among the ways businesses can control their environmental performance [21].

Market performance: It expresses the success of the enterprise in the market and is seen as the achievements obtained because of the implementation of the competitive strategies created by the enterprise to achieve its goals or the gains achieved in this process [7].

Financial performance: It reveals the difference between the targeted financial situation of the enterprise and the actual financial situation. Thanks to the measurement of financial performance, the business can take various measures according to the results by comparing itself with the competitors in the market [19].

Perceived quality is defined as consumers' expectations for the brand and consumer perceptions and feelings about various alternatives. It shows the value consumers place on the product or service and expresses the degree to which the product or service achieves the expected goals. While perceived quality encourages consumers to buy the product, it also enables them to accept the superiority of the product in general [6].

It is seen that perceived quality has a significant effect on the purchasing decision process of the consumer. In addition, the success and failure of any business shows the rate of acceptance of products / services depending on perceived quality [18].

Perceived quality, as a result of the consumer seeing the current product as different from competing products, ensures the purchase of the product and contributes to customer value. The company also has duties in terms of quality perception and it is of great importance that they make a positioning that emphasizes the aspects that they are different from their competitors in order to be perceived as high quality [20].

3 METHODOLOGY AND APPLICATION

In this study, it is aimed to investigate the effect of environmental orientation and organizational innovation of production enterprises operating in Erzurum province on environmental capability, and to investigate the effects of environmental orientation, organizational innovation and environmental capabilities on environmental performance, market performance, financial performance, and perceived quality. The scope of the research consists of production enterprises registered in Erzurum Chamber of Commerce and Industry. Therefore, the results obtained from the study cannot be generalized for Turkey.

Variables in the research model; environmental orientation, organizational innovation, environmental capability, environmental performance, market performance, financial performance, and perceived quality. The variables used in the research, the number of questions of the variables and the sources of these variables are as follows: environmental orientation (7), organizational innovation (3), environmental capability (13), market performance (3), financial performance (3), perceived quality (3) [12] and environmental performance (4) [4].

The model developed for the purpose of research by examining the literature is shown in Fig. 1 below.

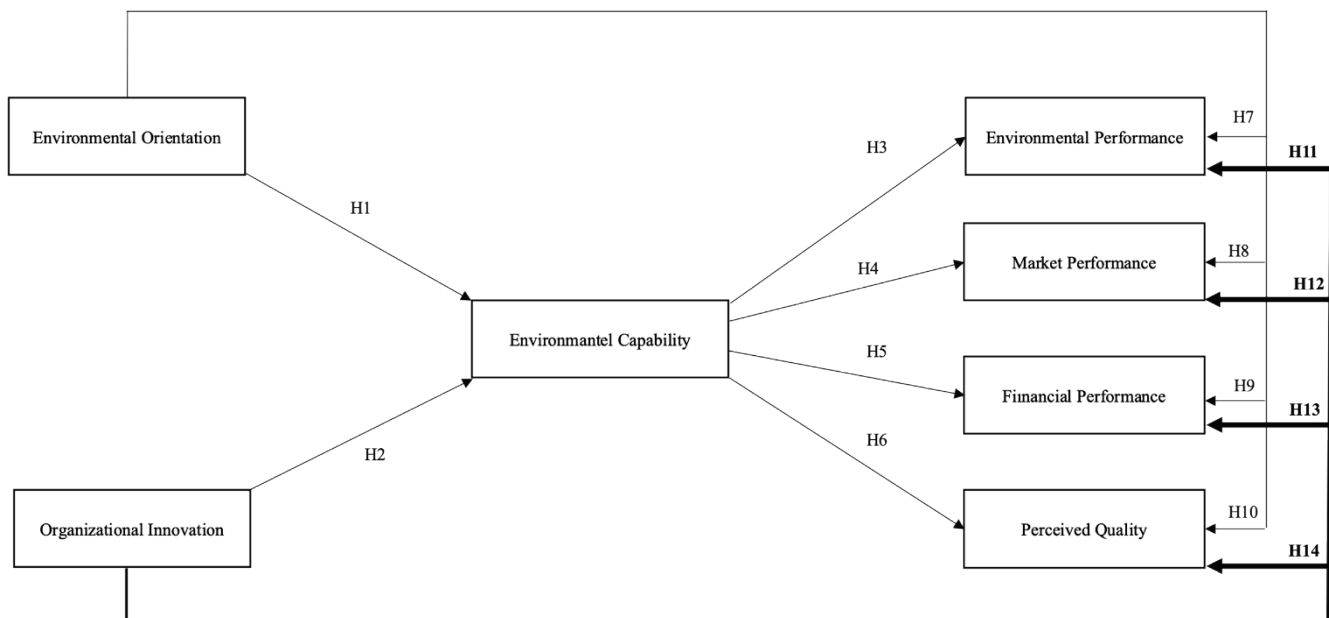


Figure 1 Research model

In line with the research purpose and model, the following hypotheses have been developed.

H1: Environmental orientation influences environmental ability.

H2: Organizational innovation has an impact on environmental capability.

H3: Environmental capability has an impact on environmental performance.

H4: Environmental capability has an impact on market performance.

H5: Environmental capability has an impact on financial performance.

H6: Environmental ability has an impact on perceived quality.

H7: Environmental orientation has an impact on environmental performance.

H8: Environmental orientation has an impact on market performance.

H9: Environmental orientation has an impact on financial performance.

H10: Environmental orientation has an impact on perceived quality.

H11: Organizational innovation has an impact on environmental performance.

H12: Organizational innovation has an impact on market performance.

H13: Organizational innovation has an impact on financial performance.

H14: Organizational innovation has an impact on perceived quality.

The main mass of the study is the production enterprises operating in Erzurum. Convenience sampling method was used in the study. According to the information received from the Chamber of Commerce and Industry, it has been determined that there are 138 production enterprises in Erzurum. In this direction, 98 questionnaire forms collected from businesses that accepted to fill in the questionnaire were evaluated.

Research data were obtained using face-to-face survey technique. The questionnaire form consists of 40 questions. Regarding the research variables in the prepared questionnaire, it was stated that 36 questions on environmental orientation, organizational innovation, environmental capability, environmental performance, market performance, financial performance, and perceived

quality. There are 4 questions to determine demographic characteristics.

4 ANALYSIS OF DATA

A frequency test was conducted to determine the demographic characteristics of respondents regarding their field of activity, number of employees, duration of activity and environmental documents they hold. The results obtained are summarized below.

The frequency values related to the field of activity of the enterprises are shown in Fig. 2 below.

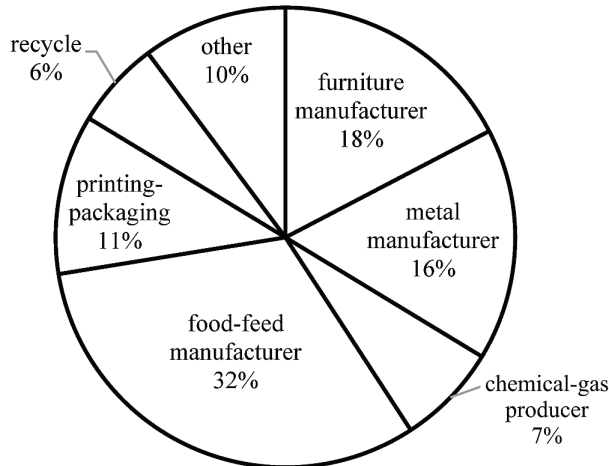


Figure 2 Field of Activity Values

The frequency values related to the number of employees of the enterprises are shown in Fig. 3 below.

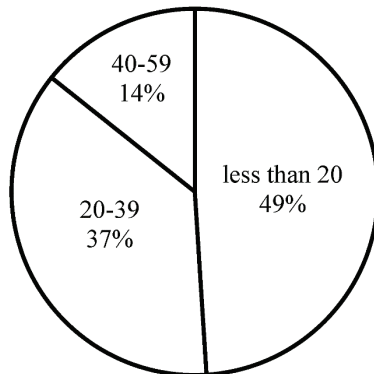


Figure 3 Number of Employees Values

The frequency values related to the operating periods of the enterprises are shown in Fig. 4 below.

The frequency values for enterprises to have environmental certificates are shown in Fig. 5 below.

Confirmatory factor analysis was performed to test the suitability of the scales in the research model with the sample. In confirmatory factor analysis, there are "goodness of fit indices" that are widely used to determine model fit. These indexes, which take values that can vary between 0 and 1, include acceptable limits for model compatibility [9, 14, 3].

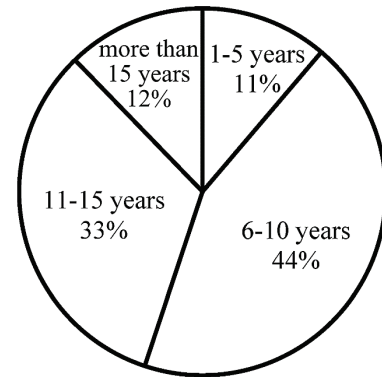


Figure 4 Activity Period Values

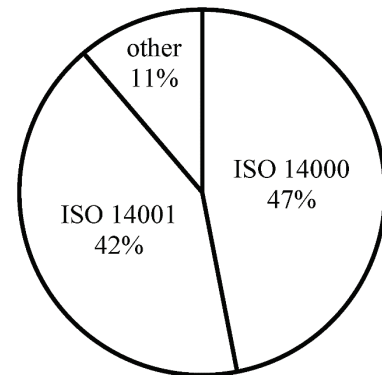


Figure 5 Environmental Certificates Values

To test the environmental orientation scale, confirmatory factor analysis was performed and because of confirmatory factor analysis, it was seen that the model fit values of 7 variables under environmental orientation were not at an acceptable level. As a result of the analysis, suggested modifications were made and the post-modification fit values are shown in Tab. 1 below.

Table 1 Compliance values of the environmental orientation scale

	Absolute Fit Values After Modification	Acceptable Fit
Chi-square	14,52	
Degrees of freedom	11	
Chi-Square / SD	1,32	1-5
GFI	0,96	0,90 < GFI < 0,95
AGFI	0,89	0,85 < AGFI < 0,90
SRMR	0,04	≤ 0,10
RMSEA	0,06	0,05 ≤ RMSEA ≤ 0,08
CFI	0,99	0,95 < CFI < 0,97
NNFI	0,98	0,95 ≤ NNFI ≤ 0,97
NFI	0,96	0,90 ≤ NFI ≤ 0,95

Since the difference between the specified values and acceptable fit values is statistically low, it can be said that the values of the study are among the acceptable fit criteria.

In the study, ANOVA test was performed to understand whether the regression model is significant in estimating the dependent variable and to determine its suitability with the existing data. According to the results obtained, it was concluded that the significance level for the dependent variable was below 0.001, and it was concluded that the regression model was significant.

Multiple regression analysis was conducted to examine the environmental orientations and the impact of organizational innovations on environmental capability of production enterprises operating in Erzurum province, and the effects of environmental orientation, organizational innovation and environmental capabilities on environmental performance, market performance, financial performance, and perceived quality.

The results of the regression analysis conducted to examine the effect of environmental orientation and organizational innovativeness on environmental capability are given in Tab. 2 below.

Table 2 Multiple regression analysis for environmental capability

Variables	Environmental Capability				Correlations		
	Beta	t	p-Value	VIF	Zero Sequence	Partial	Part
Environmental Orientation	0,36	3,87	0,00	1,35	0,54	0,37	0,31
Organizational Innovation	0,35	3,77	0,00	1,35	0,54	0,36	0,30
R	0,62						
R ²	0,38						
Adjusted R ²	0,37						

In Tab. 2, the R value is seen as 0.62. The R² value was obtained as 0.38. Accordingly, environmental orientation and organizational innovation can explain environmental capability by 38 %. It was concluded that the environmental orientation (0.00) and organizational innovativeness (0.00) variables included in the model and whose significance values are less than 0.05 influence environmental capability, and the related hypotheses (H1, H2) were accepted.

The results of the regression analysis conducted to examine the effects of environmental orientation, organizational innovativeness and environmental ability variables on environmental performance are given in Tab. 3 below.

Table 3 Multiple regression analysis for environmental performance

Variables	Environmental Performance				Correlations		
	Beta	t	p-Value	VIF	Zero Sequence	Partial	Part
Environmental Orientation	0,33	3,11	0,00	1,56	0,49	0,30	0,25
Organizational Innovation	0,02	0,20	0,84	1,55	0,32	0,02	0,02
Environmental Capability	0,32	2,99	0,00	1,62	0,49	0,29	0,25
R	0,56						
R ²	0,32						
Adjusted R ²	0,29						

In Tab. 3, the R value is seen as 0.56. The R² value was obtained as 0.32. Accordingly, environmental orientation, organizational innovation and environmental capability can explain environmental performance by 32 %. It was concluded that the environmental orientation (0.00) and environmental ability (0.00) variables included in the model and whose significance values are less than 0.05 influence environmental performance, and the related hypotheses (H3, H7) were accepted. The hypothesis (H11) that the

organizational innovativeness (0.84) variable with a significance value greater than 0.05 influences environmental performance was rejected.

The results of the regression analysis conducted to examine the effects of environmental orientation, organizational innovativeness and environmental capability variables on market performance are given in Tab. 4 below.

Table 4 Multiple regression analysis for market performance

Variables	Market Performance				Correlations		
	Beta	t	p-Value	VIF	Zero Sequence	Partial	Part
Environmental Orientation	0,09	0,76	0,45	1,56	0,27	0,08	0,07
Organizational Innovation	0,01	0,13	0,90	1,55	0,23	0,01	0,01
Environmental Capability	0,32	2,65	0,01	1,62	0,38	0,26	0,25
R	0,39						
R ²	0,15						
Adjusted R ²	0,12						

In Tab. 4, the R value is seen as 0.39. The R² value was obtained as 0.15. Accordingly, environmental orientation, organizational innovation and environmental capability can explain market performance by 15 %. It was concluded that the environmental ability (0.01) variable in the model with a significance value less than 0.05 influenced the market performance and the related hypothesis (H4) was accepted. The hypotheses (H8, H12) that environmental orientation (0.45) and organizational innovativeness (0.90) variables with a significance value greater than 0.05 influence market performance were rejected.

The results of the regression analysis conducted to examine the effects of environmental orientation, organizational innovativeness and environmental capability variables on financial performance are given in Tab. 5 below.

Table 5 Multiple regression analysis for financial performance

Variables	Financial Performance				Correlations		
	Beta	t	p-Value	VIF	Zero Sequence	Partial	Part
Environmental Orientation	0,05	0,46	0,65	1,56	0,31	0,05	0,04
Organizational Innovation	0,16	1,42	0,16	1,55	0,36	0,14	0,13
Environmental Capability	0,33	2,83	0,01	1,62	,044	0,28	0,26
R	0,47						
R ²	0,22						
Adjusted R ²	0,19						

In Tab. 5, the R value is seen as 0.47. The R² value was obtained as 0.22. Accordingly, environmental orientation, organizational innovation and environmental capability can explain financial performance by 22 %. It was concluded that the environmental ability (0.01) variable in the model, with a significance value less than 0.05, influenced financial performance and the related hypothesis (H5) was accepted. The hypotheses (H9, H13) that environmental orientation (0.65) and organizational innovativeness (0.16) variables with significance values greater than 0.05 have an impact on financial performance were rejected.

The results of the regression analysis conducted to examine the effects of environmental orientation, organizational innovativeness and environmental ability variables on perceived quality are given in Tab. 6 below.

Table 6 Multiple regression analysis for perceived quality

Variables	Perceived Quality				Correlations		
	Beta	t	P-Value	VIF	Zero Sequence	Partial	Part
<i>Environmental Orientation</i>	0,21	1,77	0,08	1,56	0,34	0,18	0,17
<i>Organizational Innovation</i>	0,08	0,67	0,51	1,55	0,27	0,07	0,06
<i>Environmental Capability</i>	0,16	1,34	0,18	1,62	0,32	0,14	0,13
<i>R</i>	0,38						
<i>R²</i>	0,14						
<i>Adjusted R</i>	0,12						

In Tab. 6, the *R* value is seen as 0.38. The *R²* value was obtained as 0.14. Accordingly, environmental orientation, organizational innovation and environmental capability can explain the perceived quality by 14 %. Hypotheses (H6, H10) that environmental orientation (0.08), organizational innovativeness (0.51) and environmental ability (0.18) variables in the model with significance values greater than 0.05 have an effect on perceived quality, (H14) was rejected.

5 CONCLUSION AND RECOMMENDATIONS

The increase in environmental problems necessitates environmental activities to gain importance and businesses as well as people to carry out their activities in an environmentally sensitive manner with environmental responsibility. As a result of the literature review, although there are studies on the concepts of environmental orientation, organizational innovation, environmental ability and performance, it has been seen that there is not enough work to examine the effects of these concepts on each other and on performance. This study was the first study applied to the production enterprises in Erzurum by considering the model variables.

In this study, the concepts of environmental orientation, organizational innovation, environmental capability, environmental performance, market performance, financial performance and perceived quality were examined, and the hypotheses created were tested. In this direction, it is aimed to reveal the effect of environmental orientation and organizational innovation of enterprises on environmental capability and to investigate the effects of environmental orientation, organizational innovation and environmental capability on environmental performance, market performance, financial performance, and perceived quality. As a result of the analyzes made in accordance with the purpose of the research, it was concluded that environmental orientation was effective on environmental ability and environmental performance; organizational innovation has an impact on environmental capability; It has been concluded that environmental capability is effective on environmental performance, market performance and financial performance.

In line with these results, it is seen that the improvement of the environmental capabilities of the enterprises provides many advantages to the enterprises and the environment when the benefits provided by these capabilities are considered. The advantages of improving the environmental capabilities of the enterprises are listed below.

- The businesses of the future will be those that support sustainable life and develop green core capabilities in this regard.
- Developing an enterprise's environmental capabilities, increasing the market share in the business will contribute to the increase in customer retention and growth in sales.
- In terms of financial performance, it will contribute to the high current and expected return on investment in the business and the expected average profit per customer.
- In terms of environmental performance; by preventing the unconscious consumption of our resources and the great damage to the environment, it will facilitate the success of the enterprise in eliminating waste and emissions, maximizing the efficiency and productivity of resources, and preventing environmental pollution.
- Environmental capabilities make a significant contribution to strengthening the image of the enterprise, it will contribute to the company's chance to enter new markets, customer satisfaction, and efficiency.
- Adopting an environmental understanding in the business will contribute to the environmental awareness of the employees and increase their commitment and motivation to the business.
- It will help the business gain a significant competitive advantage over its competitors.
- Since businesses are seen as a part of the society and environment in which they live, fulfilling their responsibilities towards the environment will provide a more liveable world for the future by protecting the natural environment.
- Increasing awareness of the society and consumers about the environment day by day will enable businesses that improve their environmental capabilities to continue their existence for a longer period.

These advantages listed above can encourage businesses to be environmentally friendly. For this reason, businesses should first consider these advantages in developing their environmental capabilities. The following suggestions can be made for businesses to improve their environmental capabilities and acquire environmental awareness to direct them towards environmentalism.

- To create an environment-oriented organizational culture for the business to change its perspective, goals, and behaviors in an environmental sense by placing the philosophy of environmental protection in the business culture,
- Creating new job descriptions based on environmental principles with an understanding of organizational innovation,

- To create environmental internal values and ethical standards by adopting an environmentalist corporate culture,
- To carry out studies on environmental awareness in various functional activities of the enterprise,
- To determine effective sustainable strategies and environmental policies in the enterprise to achieve environmental improvements,
- To provide trainings to increase the environmental awareness of the employees and to ensure the continuity of these trainings,
- To encourage employees to think about the environment and to develop measures, and to reward their success,
- To support the use of environmentally friendly technologies in the enterprise and R&D studies for the protection of the environment,
- Preferring the reusable raw materials to be used,
- Participating in an environmental organization,
- Collaborating with trade unions on the environment,
- It can be expressed as introducing the environmental policy of the enterprise to the society.

These advantages and suggestions will contribute to the establishment of a roadmap on environmental issues and will facilitate their survival as the businesses of the future by encouraging them to environmentalism. For this reason, in today's conditions, the issue of environmentalism should be seen as an issue that should be taken into account in terms of businesses.

Funding

This research was supported by Atatürk University Scientific Research Projects Coordination Unit as a Basic Research Project with the code SBA-2021-8964.

6 REFERENCES

- [1] Aykanat, Z. & Çalışkan, M. (2019). Dönüştürücü liderlik ve örgütsel yenilikçilik arasındaki ilişki: bir kamu kurumu örneği. *KAÜİBFD*, 10(20), 829-857. (in Turkish) <https://doi.org/10.36543/kauibfd.2019.035>
- [2] Bayrakçı, E. & Dinç, M. (2020). Örgütsel yeşil davranışlara yönelen güdüler: özel okul öğretmenleri üzerine nitel bir araştırma. *İşletme Araştırmaları Dergisi*, 12(1), 188-201. (in Turkish) <https://doi.org/10.20491/isarder.2020.836>
- [3] Bilgili, B. (2007). *Sigorta hizmetlerinde marka değeri (hayat sigortası müşterileri üzerine bir uygulama)*. Yayımlanmış Doktora Tezi, Atatürk Üniversitesi Sosyal Bilimleri Enstitüsü, Erzurum. (in Turkish)
- [4] Cai, W. & Li, G. (2018). The drivers of eco-innovation and its impact on performance: Evidence from China. *Journal of Cleaner Production*, 176, 110-118. <https://doi.org/10.1016/j.jclepro.2017.12.109>
- [5] Chan, R. Y. K., He, H., Chan, H. K., & Wang, W. Y. C. (2012). Environmental orientation and corporate performance: The mediation mechanism of green supply chain management and moderating effect of competitive intensity. *Industrial Marketing Management*, 41(4), 621-630. <https://doi.org/10.1016/j.indmarman.2012.04.009>
- [6] Çakırkaya, M. (2019). Dijital içerik pazarlaması uygulamalarının algılanan kalite üzerine etkisi. *Turkish Studies*, 14(5), 17-35. (in Turkish) <https://doi.org/10.29228/TurkishStudies.22997>
- [7] Çalık, M., Altunışık, R. & Sütütemiz, N. (2013). Bütünleşik pazarlama iletişimi, marka performansı ve pazar performansı ilişkisinin incelenmesi. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 9(19), 137-162. (in Turkish) <https://doi.org/10.11122/ijmeh.2013.9.19.451>
- [8] Celtekligil, K. & Adigüzel, Z. (2019). Analysis of the effect of innovation strategy and technological turbulence on competitive capabilities and organizational innovativeness in technology firms. *Procedia Computer Science*, 158, 772-780. <https://doi.org/10.1016/j.procs.2019.09.114>
- [9] Deligöz, K. (2014). *Deneyimsel pazarlama uygulamalarının marka tercihi üzerindeki etkisini belirlemeye yönelik bir araştırma (kahve dünyası ve starbucks örneği)* (Yüksek Lisans Tezi). Atatürk Üniversitesi Sosyal Bilimleri Enstitüsü, Erzurum. (in Turkish)
- [10] Dickel, P., Hörisch, J., & Ritter, T. (2018). Networking for the environment: the impact of environmental orientation on start-ups' networking frequency and network size. *Journal of Cleaner Production*, 179, 308-316. <https://doi.org/10.1016/j.jclepro.2018.01.058>
- [11] Efeoğlu, E. (2014). Çevreci açıdan girişim; eko-girişimcilik. *Ç.Ü. Sosyal Bilimler Enstitüsü Dergisi*, 23(1), 103-118. (in Turkish)
- [12] Gabler, C. B., Rickey, R. G., & Rapp, A. (2015). Developing an eco-capability through environmental orientation and organizational innovativeness. *Industrial Marketing Management*, 45, 151-161. <https://doi.org/10.1016/j.indmarman.2015.02.014>
- [13] Gürkan, N. & Gürkan, S. (2017). Yenilikçilik kavramının işletmelerin finansal performansı üzerindeki etkisi. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 13(13), 213-226. (in Turkish) <https://doi.org/10.17130/ijmeh.2017ICMEB1735447>
- [14] Hair, J. F., Andersen, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data 128 analysis (5th ed.)*, Prentice-Hall, Englewood Cliffs, NJ.
- [15] Keszey, T. (2020). Environmental Orientation, Sustainable Behaviour at the Firm-Market Interface and Performance. *Journal of Cleaner Production*, 243, 1-13. <https://doi.org/10.1016/j.jclepro.2019.118524>
- [16] Minbashrazgah, M. M. & Shabani, A. (2019). Eco-capability role in healthcare facility's performance. *Management of Environmental Quality*, 30(1), 137-156. <https://doi.org/10.1108/MEQ-07-2017-0073>
- [17] Onağ, O. & Tepeci, M. (2016). Örgütsel öğrenme kabiliyetinin örgütsel yenilikçilik aracılığıyla yeni ürün ve işletme performansına etkisi. *İ.Ü. İşletme Fakültesi İşletme İktisadi Enstitüsü Yönetim Dergisi*, 80, 50-79. (in Turkish)
- [18] Sulthana, A. N., Vasantha, S. (2020). Mediating role of perceived quality between social media trust and purchase intention. *Materials Today: Proceedings*, 1-5.
- [19] Şahin, A. & Aytetin, M. (2019). Pazar odaklılığın işletme performansına etkisi: türkiye'de faaliyet gösteren katılım bankaları üzerinde bir araştırma. *Uluslararası İktisadi ve İdari İncelemeler Dergisi*, 22, 17-38. (in Turkish) <https://doi.org/10.18092/ulikidince.394470>
- [20] Şevkioğlu, S. (2012). *Algılanan kalite ve beyaz eşya sektöründeki uygulamaları* (Yüksek Lisans Tezi). İstanbul Teknik Üniversitesi Fen Bilimleri Enstitüsü, İstanbul. (in Turkish)

- [21] Taç, Ş. G. & Cingöz, A. (2011). Kurumsal yönetim ve çevresel performans: imkb’de işlem gören şirketler üzerine bir araştırma [Bildiri]. 8. Uluslararası Muhasebe Konferansı, İzmir. (in Turkish)
- [22] Yu, Y. & Huo, B. (2019). The impact of environmental orientation on supplier green management and financial performance: The moderating role of relational Capital. *Journal of Cleaner Production*, 211, 628-639. <https://doi.org/10.1016/j.jclepro.2018.11.198>
- [23] Zhou, C., Xia, W., Feng, T., Jiang, J., & He, Q. (2020). How environmental orientation influences firm performance: the missing link of green supply chain integration. *Sustainable Development*, 28(1), 685-696. <https://doi.org/10.1002/sd.2019>

Authors' contacts:

Dilşad Güzel, Assoc. Prof.
Ataturk University,
Faculty of Economics and Administrative Sciences,
Erzurum, Turkey
0 543 655 14 32
dguzel@atauni.edu.tr

Gülşah Korkmaz, Student
Ataturk University, Business Administration PhD,
Erzurum, Turkey
0 546 963 35 67
glshkrkmzk@gmail.com

Alireza Shahbazzpour Aslabi, Dr.
(Corresponding author)
Freelance Consultant,
Adana, Turkey
0090-531 020 09 98
alireza.shahbaz.1979@gmail.com